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DWIGHT WHITNEY MORROW

A Sketch in Admiration

by

HEWITT H. HOWLAND

With Introduction by

CALVIN COOLIDGE

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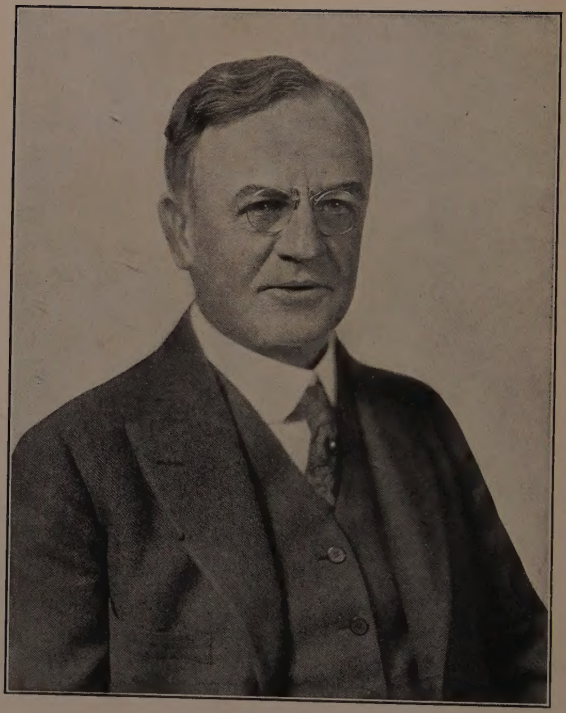
DWIGHT WHITNEY MORROW



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INTRODUCTION

It is nearly forty years since Dwight Whitney Morrow and I entered Amherst College together in the Class of '95. Perhaps the most remarkable thing about this remarkable man is that while his circumstances have greatly changed since those days he has remained the same. His father was a teacher and a good one, but teachers were paid even less than now, so that being one of several children the young man was obliged to earn his own way. He was master of the situation, as he has since shown himself able to master whatever situation in which he has found himself. He was gifted with an ability that entered the field of genius, untiring in his industry, studious, thoughtful, of

high rank, but without any of the attributes that usually characterize a man as a precise, exact, bookworm in college life. While he was simple and unassuming, friendly and sympathetic, he was always dignified. He was using what he had for what was best. He had no element of selfishness. He never strove to excel anyone, or defeat anyone, he was simply doing his best to perform his duties to his family, his class, and his college. He had character. Even then he was a public servant. His thoughts were not on himself but on the things and people about him.

It is said of him by the flippant that he thinks of others so much and of himself so little that when he takes a train he does not always know where he is going. But he never started for anything when he did not reach his destination. He always arrives.

The circumference of his success has

been widely expanded since I first knew Mr. Morrow for he has been eminently successful in the law, in banking and in diplomacy. But with all his success, with all the power that has come to him and all the acclaim that has surrounded him, his spirit has not changed. He remains faithful, unassuming, considerate of others, unspoiled, using his resources for the help of others and giving his own great talents to the public service. I do not believe there is anyone who knows him who does not rejoice in the success and power which he has gained. He remains of the people. His power is their power. His victories will always be their victories.

After he had graduated with the highest honors which could be conferred upon him by the College and by the vote of his classmates I saw little of him except when he returned to Amherst. I knew he became an important factor in the firm of

which Thomas B. Reed was the head after he retired from Congress. His interest in the College was great, his benefactions to it many and his service on its Board of Trustees has been of the highest importance. He attracted the attention of a banking firm which told him they wanted him not merely because of his talent, for talent was plentiful and easy to buy, but they wanted him for his character which was priceless. So he was given a partnership in the house of J. P. Morgan and Company.

This was just at the outbreak of the World War. Since that time he has been engaged on the financial and business side of public affairs often dealing with the problems of the United States and foreign governments. During the war he went twice to Europe and was many times in London and France as Civilian Advisor to General Pershing and the

Shipping Council where his efficiency was recognized by French and Italian decorations and our Distinguished Service Medal. He refused to accept a commission as a general because he felt he could be of more help as a civilian. He is always thinking of what he can do to help.

Soon after this he began to be so much appreciated as a scholar and an administrator that he was sought for as President by some of our leading universities. That kind of work especially appealed to him. But his friends advised him that he was performing a greater public service in the financial field than he could do as an educator, so he did not then make any change. I think his own feelings were that he had property enough and wished to devote himself entirely to the service of his fellow men.

My contacts with him while I was in Washington were very infrequent but

when it seemed necessary to reassure the public concerning military aviation in the fall of 1925 I made him a member of a Commission of investigation. As chairman he was successful of course in harmonizing the conflicting opinions so that a unanimous report was made and a five year plan adopted by the Congress for the flying service of the Army and Navy.

Later when I learned he had determined to retire from active business I offered him the Ambassadorship to Mexico. Ever since the revolution in that Country our relations with them had presented problems. While such progress had been made that it was possible to recognize their government there remained much to be adjusted. The situation was very difficult and delicate. It was clouded with suspicions and misunderstandings. What was needed was to convince the government of Mexico that our govern-

ment intended to deal with them on a basis of justice and mercy and expected them to deal with us on a basis of justice. It was an attempt to reëstablish confidence based on fair dealing. It would be difficult to imagine a harder assignment. But Mr. Morrow never had any taste for sham battles. He would never be attracted by the tinsel of diplomacy. He was not asking for honors as personal glory but only for a chance to serve. When I say that he has completely reëstablished an era of good feeling between the two governments and been the means of setting their domestic difficulties on the road to solution the extent of his success can be understood. It was a great victory for us but greater for Mexico—of peace and good will resting on justice. For the time being he has pacified Mexico.

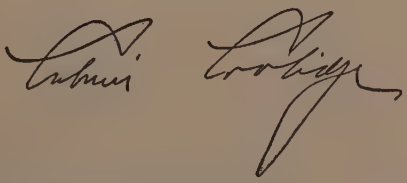
It is significant that he was called to Washington to advise on the legal aspects

of the Naval Limitations Conference now being held and that he was sent as one of our delegates to London where he now is.

These things do not happen by chance. There is much less luck in public affairs than some suppose. For many years Mr. Morrow has been a profound student of public relations. He has a wide knowledge of political history over the entire world. He is intimately acquainted with the affairs of Cuba, South America, and Europe. I know that his information concerning Mexico, past and present, is not exceeded by any other person. And to knowledge should be added that judgment which comes from a conscientious desire to do good.

With this very inadequate presentation I must leave Mr. Morrow. I first met him as the representative of the great mass of our fellow citizens which we call

the people. There he will always remain, just one of them, unencumbered by his property, thinking their thoughts, working, working tremendously for their success. I have seen him develop into a ripe scholar, an able lawyer, a great business man, a wise statesman, and a devoted husband, father and patriot. When most men would retire he seems always just beginning—beginning some new service for his friends and neighbors, for his Country and for humanity. It is the glory of the United States that it can produce such citizens.



Northampton, March 20, 1930.

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DWIGHT WHITNEY MORROW

I

DWIGHT WHITNEY MORROW

In a neighborhood that shall be nameless there once lived an irascible old lady whose chief object of affection was her garden. It was a very lovely, luxuriantly flowering bit of ground which she watched and tended with a care that was both jealous and exclusive, at least so her neighbors thought.

Near by, in fenceless disarray, was a vacant lot on which the bad little boys played baseball. Of course, you know what happened. A long fly looped itself over the old lady's high wall and chose a glass framed violet-bed for its resting place. Consternation among the boys.

They knew, or thought they knew, that no one could retrieve that ball and escape unpenalized. But the game was at a crisis and the ball a necessity. One undersized youngster offered himself as a sacrifice. "I'll get the ball," he said. Encouraged by his companions and boosted on to their shoulders, the small hero climbed the wall and scrambled down on the other side. He was gone a long time, an ominously long time. At last he appeared, clothed and in his right mind, greatly to the surprise of his playmates. "Why, she's a nice old lady," he exclaimed. In one grimy fist he held the ball, in the other he clutched three precious sugar cookies.

The fourth of eight children, Dwight was born at Huntington, West Virginia, January 11, 1873. His father James Elmore Morrow, a man of wide sympathies

and vigorous personality, was President of Marshall College. He had studied law, but marrying in 1867, he turned to teaching and spent his life in that vocation. It was as successor to the late Champ Clark—afterward speaker of the House of Representatives—that he accepted the presidency of Marshall College. When Dwight was still a small child the family moved to Pennsylvania, where first as Principal of a State Normal and afterward in the public schools of Pittsburgh, Professor Morrow served the cause of education for a quarter of a century, indeed until his death in 1904, at which time he was Principal of the Allegheny High School. In Pittsburgh Professor Morrow and his wife, Clara Johnson Morrow, brought up their five surviving children, and on an annual income that at its height did not exceed twenty-four hundred dollars.

There was good blood in this stock. On

his father's side Dwight Morrow can trace his line back to pre-Revolutionary times when an Irish Morrow settled in Hancock County, West Virginia. On his mother's side, the Johnson line, there is a background of the same sturdy character, including as it does the Marshalls and Jeffers of the first days of the Kentucky settlements. Mrs. Morrow senior died a few years ago at the good age of eighty-two. She was irrepressible in her enthusiasm and never allowed the world quite to catch up with her. When she suffered an attack of pneumonia a year before her death, she declared, spiritedly, "While I don't want to live to be an old woman, I don't propose to die of a cold." A month later she was aboard a ship on her way to Panama, helping to take care of the seasick passengers.

All five children received normal school or college educations and at one time or

another each of them has been a schoolteacher. Dwight's elder brother, General Jay J. Morrow, retired, is a graduate of the U. S. Military Academy at West Point, has been engineer commissioner of the District of Columbia, Governor of Zamboanga in the Philippines, Governor of the Panama Canal, Chief Engineer of the First Army in France and Chairman of the Tacna-Arica Boundary Commission. One of the sisters married the late Richard B. Scandrett, lawyer of Pittsburgh; another is the wife of the Rev. Dr. Edwin L. McIlvaine, Presbyterian clergyman of Meadville, Pennsylvania; and the third, Miss Alice Morrow, has devoted her life to education and is at present teaching at Robert College in Constantinople.

Dwight graduated from high school at the age of fourteen, with honors. He was much too young and too frail to go to college at that time, so he spent the follow-

ing four years working as an errand boy and clerk in the County Treasurer's Office in Pittsburgh. Largely because of financial stress in Professor Morrow's family, Dwight when seventeen entered the competitive examination for West Point with the idea of succeeding his brother who was soon to graduate. He won the examination and it was so announced, but the Congressman then representing the district declined to make the appointment, giving as his reason an unwillingness to see two boys from the same family in the Academy at the same time. This was a great disappointment to young Morrow, especially because it was a difficult thing to finance an education elsewhere, but it was a fortunate turning-point in his career.

II

AMHERST AND ITS INFLUENCE

TURNING from West Point young Morrow entered Amherst in 1891. His fellow students included Calvin Coolidge, Harlan F. Stone, now a justice of the U. S. Supreme Court, and Bertrand H. Snell, Chairman of the Rules Committee of the U. S. House of Representatives. Morrow's record at Amherst is one of splendid scholarship. He was popular with both students and faculty and the ties formed there have been strengthened in later life. Three members of the faculty had great influence on the mind and character of the young student. They were Anson Morse, Professor of History; Charles Gar-

man, Professor of Philosophy; and George D. Olds, Professor of Mathematics and recently president. It would be difficult to say which of these men was the most stimulating—they were all remarkably able. Garman had an influence that is described as compelling. He taught the boys to think, to question, to reason, to reach sound conclusions. Some one said of him: "Garman in a wilderness would be a university." Morse led Morrow through the paths of history, starting him on a quest for historic knowledge that has never ended. He lodged and boarded at Professor Morse's house and learned from him "to look down the corridors of time." Since his graduation he has been a constant student of history and of constitutional law. A few years ago he wrote the introduction to a collection of Morse's essays, "Parties and Party Leaders," published after the educator's death. In this intro-

duction he reveals a scholarly knowledge of the history of party government and a comprehensive understanding of the practical operations of the party system. His manner of approach to the subject is indicated by the following expression in that introduction:

"We lose entirely the meaning of party government unless we look upon it as one step—and by no means the final one—in that long and difficult problem of organization with which men have been concerned ever since they began to live together in political societies."

To President Olds, Morrow owes a great deal more than a technical knowledge of higher mathematics, a knowledge still retained and put to use. All three of these distinguished teachers led him to appreciate the value of direct thinking, which is to-day probably his most striking characteristic.

As his family had little money it was necessary for him, largely, to work his way through college, which he did by tutoring his fellow students; at the same time, however, he took an active part in the life of the college, editing the Literary Magazine, winning most of the prizes in mathematics and graduating, *magna cum laude*. The prizes won consisted of cash and were of great importance to the young student, for they enabled him to pay the railroad fare and other expenses to bring his father and mother and younger sister to Amherst for the graduation exercises. At Commencement he revealed himself as an accomplished orator, was class orator, indeed, and won the two principal commencement speaking prizes. His classmates in a formal vote expressed their opinion that he was the man among them all "most likely to succeed." It has since come to light, in con-

nection with this balloting, that Morrow cast his vote for Calvin Coolidge. Despite these exchanges of courtesy, there probably was no one in the class who even glimpsed the vision of what was in store for these boys, of the honors that the past thirty years have heaped upon them.

III

THE YOUNG LAWYER

After college—he graduated in 1895—Morrow found employment in the office of the County Clerk at Pittsburgh. He had decided on the law as a profession, but he was under the necessity of earning and saving before he could go on with his education. A year later he entered Columbia Law School where once more he paid his way very largely by tutoring. He graduated in 1896, again standing high in his class, and at once secured a clerkship with the firm of Reed, Simpson, Thacher and Barnum, the newly installed head being the famous Thomas B. Reed, Speaker of the House of Representatives, who had just retired from public life. The first year

in this firm was regarded by its distinguished members as a glorified post-graduate course in exchange for which any young clerk should be glad to give his services. But Dwight Morrow had to pay his own board and keep, and furthermore he had to earn the pay.

When he explained his predicament to Mr. Simpson the first-year custom was promptly honored in the breach and young Morrow began his obscure apprenticeship at a monthly wage of fifty dollars. What part Professor Olds of Amherst and Dean Keener of Columbia Law played in this drama of the broken precedent no one knows, but it is known that both had spoken to Mr. Simpson of their "brilliant young student" and that Mr. Simpson was an Amherst trustee. But the end justified the salary, for young Morrow was soon in charge of the office and seven years later was a partner in the firm.

The practice of law in New York, or at least a very important and lucrative part of it, is not captivating juries or persuading justices of the Supreme Court. Morrow as a partner in the firm—then become Simpson, Thacher & Bartlett—was not what is commonly known as a "trial lawyer." On one occasion, though, it was necessary for him to go to court in a Southern jurisdiction, where two local lawyers had been retained by his firm to present the case. Mr. Morrow was present principally in a consulting capacity. The two local lawyers made speeches disclosing an unmistakable lack of familiarity with the facts of the case. The judge, trying to find out the answer, if any, to the very effective argument of counsel for the other side, asked one of the resident lawyers a question. Not being able to answer it he said, "I should like to refer you to my associate, Mr. Morrow." So Morrow, unex-

pectedly called to his feet, in a fifteen-minute talk remarkable for its clarity and for the elimination of everything but the essential issues, won the case for his clients.

But his real work in the law was not writing briefs or presenting arguments. It was conducting negotiations, bringing about agreements, preparing financial plans, organizing new enterprises and advising executives. For this work he had, apparently, extraordinary gifts. "I have sat with him in many a conference," says one lawyer who knows him well, "and there was never one in which he was not minutes ahead of every one else in seeing the way to an understanding." He is especially quick in perceiving the points on which men who think they are wide apart are really in agreement. And he strips an issue of all the non-essentials which in the course of any controversy cling to it like barnacles to a ship's hull.

"The best man for bringing about a meeting of minds that I have ever known" is the way in which one of his former law partners describes him. When he was in the practice he was, as he is now that he is out of it, a wise counselor and a skilful advocate.

IV

ENGLEWOOD

Mr. Morrow has lived in Englewood, Bergen County, New Jersey, for the past twenty-six years, ever since he first settled there with his wife immediately after their marriage. Almost from the beginning he took an active interest and played an important part in the civic and charitable affairs of the city. Largely through his efforts the five local charity organizations were united in a Civic Association of which he was president for ten years. With Colonel H. V. D. Moore he organized the Englewood Armory Company and became its president. The Armory was built while he was at the head of the company. He was Chairman of the Committee that

brought about the abolition of the Tri-Township Poor House; three acts were passed by the State Legislature in order to accomplish this reform. While he was President of the Englewood Free Library a handsome new building came into being. He was chairman of two separate hospital campaigns, one to raise the money to build, the other, substantially to enlarge the Englewood Hospital, which is now one of the best equipped in the country. He has served as Chairman of the Englewood City Republican Committee and has frequently been a delegate to county and State conventions.

In Englewood he became acquainted with Thomas W. Lamont and the late Henry P. Davison, both at that time partners in the Morgan House; they liked him, knew and thought highly of his varied work as a lawyer, and recognized his

capacity for getting things done when he organized or headed Englewood's civic enterprises. It was this contact with Davison and Lamont as much as his growing reputation, that brought him a partnership in the house of Morgan. Give all the credit that is due to the quickness of his mind, to his power of concentration and to the practicality of his judgment, but even then his interesting career is still in debt to the fact that people like him. His old associates in the law delight in his achievements and feel for him the warmest of personal friendships. The same friendliness warms the hearts of his neighbors in Englewood, for he has always been what they call "a good neighbor." Before he sailed for the Naval Conference early in January, 1930, more than five thousand of these neighbors greeted him in the Armory that he had such an active part in

building. In his few words of farewell he spoke feelingly of the city and recalled that its original name had been "English Neighborhood."

V

THE BANKER

NEW YORK is a big town, but it discovers unusual ability with a quickness and a surety that are quite amazing. Let a man be a better bootblack, or an exceptionally good head waiter, or more apt in business than the men around him, and he becomes a "Tony, the Bootblack" with a fortune, or an "Oscar" of the Waldorf, or a partner in J. P. Morgan. Morrow's capacity for seeing through complexities, his habit of going into a room with a problem and coming out with it thoroughly tied and tamed, won the admiring respect of the Morgan partners. He was a step or two the other side of forty when he entered

the Morgan firm and though, as the years passed, the problems grew larger and more intricate he never lost his early habit of rightly solving them.

Then the World War broke, and the staid old banking house suddenly became the center of international affairs. Great European credits were arranged through it; all the purchases of the Allies were negotiated under its direction, and there were many legal problems as new as they were momentous. These were problems the solution of which was to change the United States from a debtor to a creditor nation and by their very solution to create an entirely new series of problems and relationships in the realm of finance. Morrow reveled in them, for as all his associates generously testify, "he was equipped for the exacting task."

VI

THE WORLD WAR

With our entrance into the conflict Mr. Morrow's activities increased in number and importance. He was appointed head of the War Savings Campaign in New Jersey by Secretary McAdoo and immediately organized the bankers of the State in the National Thrift Campaign. He was among the first of the advocates of self-denial, speaking frequently and always emphasizing coöperation, sacrifice and thrift. "Go without," he said, "if you intend to win the war." Four of the speeches he made in his journeyings over the State were printed, and distributed to the War Savings and Liberty Loan

Committees throughout the country, and they have since been frequently used in appeals to upbuild American savings.

As the war dragged on and its problems multiplied, Morrow was sent abroad by President Wilson as a member of the vital commissions on Allied shipping, technically know as the Allied Maritime Transport Council and the Allied Board of Supply. The normal and abnormal exigencies of war, had created conditions that were frankly desperate, and these two bodies were forced to find a way out of the threatening intricacies. Wisdom seemed to lay in pooling all sea transport and allocating it on a basis that should best serve the Allied cause. Dwight Morrow took an effective part, with British and French colleagues, in securing recognition of this principle and in carrying out its operation effectively. Even the names of the members of these Boards were

scarcely known outside of official circles, for they were of that high type of public servant that seeks first and only the successful accomplishment of his mission. The importance of Morrow's contribution to this work, is best attested by an excerpt from a letter the present Ambassador to England, Charles G. Dawes, wrote to General Pershing:

"Very important conference with Mr. Dwight Morrow of the Allied Maritime Transportation Council who has in my judgment a very broad conception of the whole international shipping situation and the necessity of establishing the closest possible touch with the C. G. S. O. S. with this matter. You should know their situation and they should know yours in order to insure the successful completion of the proposed military program. The situation as outlined by Mr. Morrow requires

immediate attention. Mr. Morrow is required to return to London early next week. He will be glad to come to Tours at any time named by you, to give you the situation as he sees it and his ideas in connection therewith. I cannot overstate the importance of this early interview by you with him. I think after you have talked with Mr. Morrow you will want to take him from G. H. Q. or Paris and attach him as a civilian to your Staff at Tours. It may be impossible to get Mr. Morrow away from his present assignment, but my own idea is that association with you would not be inconsistent with his retaining his relation with the Maritime Council.

"Please wire me what time this week you can see Morrow.

CHARLES G. DAWES,
Colonel, Engineers, N. A."

This letter in full appears in Ambassador Dawes' "Journal of the Great War." Shortly after it was written Morrow became an adviser to General Pershing on transportation, and then very soon was commandeered as the General's Chief Civil Aid at Chaumont. From March 1918, until after the Armistice, Morrow spent his time either at Chaumont or traveling back and forth between Chaumont and London and Paris, meeting and conferring with many of the important figures of the war. Again General Dawes refers to this work in his published Journal:

"Dwight Morrow was a man who without accepting a Military Commission performed work of the greatest military and economic value to the A. E. F. and to the Allies. Members of the British General Staff requested me to ask Mr. Morrow to

visit them at G. H. Q., Montreuil, because as General Travers-Clark said, they wanted to meet the man whose clear analysis of the Allied shipping situation had profoundly affected the Allied policy finally adopted. His unusual work with the General Staff of the A. E. F. during the war was generally recognized."

Perhaps no man who took a large part in the World War has had less to say on the subject than General Pershing, but the measure of his regard for Mr. Morrow was expressed in 1919, when he personally presented the first citizen of Englewood with the Distinguished Service Medal awarded by the United States Government. He said:

"Mr. Morrow was responsible for the first intelligent epitomization of the complete Allied tonnage situation and his able presentation of the situation to the Allied countries, materially affected the ton-

nage policy, resulting in all possible economy. By his tact and good judgment in matters affecting the establishment of the Military Board of Allied Supply, he helped materially in the splendid results obtained by that organization."

Privately, General Pershing has been credited with saying that Mr. Morrow was his most helpful adviser in the trying days when the German Armies thundered at the doors of France. That the value of his services was recognized, not only by the American Commander-in-Chief, but also by the Allied governments, is proved by the citations and decorations he received from France, Italy and Greece.

Peace brought still other problems—the rebuilding of Europe, the reorganization of both public and private finances—in which Morrow took his full share of the work, once again urging coöperation, self-denial and thrift. His public speaking

is always effective, for he deals with big affairs in simple language. One of his memorable illustrations of what the private citizen may do in world affairs appeared in a speech he delivered at Atlantic City in October, 1919, before the International Trade Conference. He said:

"The one fundamental thought that we must hold on to is that while there will be many minor actors in the great enterprise of the restoration of Europe, the indispensable man in that enterprise, the hero of that enterprise, will be the plain, old-fashioned man who spends less than he produces and thus creates the fund without which all of the plans for restoration of Europe must come to naught. He may be rich, or he may be poor. He may be a banker, or a merchant, or a school-teacher, or a wage-earner. But he must be a saver. For it will be true in the future, as it has been in the past, that there is only one way

for the capital fund to increase, and that is by accumulation of savings. More than 20,000,000 people purchased Liberty Bonds. If the 100,000,000 people in the United States would save an average of twenty cents a day for three hundred days a year, the capital funds of the United States available for investment would be increased by $6,000,000,000."

VII

CUBA

When Cuba suffered an economic collapse and there was talk of intervention, Morrow undertook a preliminary study of her condition and drafted the project by which government credit was restored. J. P. Morgan & Co. made a temporary loan of $5,000,000 in order that public employees might be paid and the Cuban Government kept going until its finances could be straightened out. Morrow spent some time on the Island and in hurried trips to New York, with the happy result that Cuba set to rights her government affairs, her credit was restored, a peaceful election held at the expiration of President Zayas's term, and for the first

time in Cuban history a defeated candidate congratulated his successful opponent. The American Ambassador to Cuba, as well as the officers of the Cuban Government very graciously gave public recognition of the credit for this successful settlement of the Island's difficulties to Morrow's patience, tact and understanding.

When President Machado visited New York in 1925, Mr. Morrow presided at the public dinner given him at the Hotel Astor and in his address made these observations on international disputes:

"Differences of opinion between states are the incidents of international life. The acknowledgment of the possibility of such differences is the effective way of preventing serious consequences arising therefrom. All nations are prone to judge themselves by the loftiness of their own purposes, and to judge other nations by their failure

to attain their high purposes. Both Cuba and the United States have the right to be judged by the standard that they set up, and by the effort they make to reach that standard. To judge any nation only by its lapses from its standard is to do it an injustice. Nations, like men, are to be judged not alone by what they are but most of all by what they earnestly desire to become. *Our belief in democracy rests upon a faith in what humanity can become as well as upon a frank recognition of what humanity is.*"

Out of his Cuban experiences Morrow won the friendship of two Presidents—Zayas and Machado—and gained a knowledge of Latin American character that, in a later and a larger undertaking, was of inestimable value.

VIII

PRISON REFORMS

SHORTLY before Woodrow Wilson became Governor of New Jersey, Morrow was associated with Colonel R. C. Bolling in drafting a Workman's Compensation bill. When the draft was completed there was a meeting at Trenton attended by all interested factions, and though Colonel Bolling and Dwight Morrow were alone in the advocacy of their bill, it ultimately became a law, the first of its kind in New Jersey. During the campaign for the bill Morrow became acquainted with Woodrow Wilson and with Walter E. Edge who at that time was State Senator and Chairman of the Committee in charge of this legislation.

And so it came about that when in the winter of 1916–17 scandal visited the State prisons, Senator Edge who had become Governor Edge, appointed Mr. Morrow to a newly created board known as the New Jersey Prison Inquiry Commission. Organized labor had always been opposed to the prison contract system and Morrow, by then Chairman of the Commission, believing in the unfairness of competition between prison and free labor, coöperated with such leaders as Henry Hilfers, Secretary of the State Federation of Labor; Collis Lovely, Vice-President of the Boot and Shoe Workers Union, and John J. Manning of the Garment Workers Union, in devising a plan to free the State from this odious contract system. The Commission held hearings in Trenton, and as soon as the scandal subsided, Morrow undertook a study, beginning with Colonial times, of all New

Jersey laws affecting penal institutions. He employed research experts to assist him, for he was determined that the commission should have before it a complete record of past efforts and should know the reasons for their failure before making any recommendations of its own. After a year's unremitting labor the Commission made a report that resulted in the radical revision of all the State's penal legislation, in the introduction of modern psychiatric methods, and that led to the creation, under Legislative authorization, of the Board of Institutions and Agencies. As a consequence of this effort New Jersey is distinguished for her prison reforms, while her efficient, humanitarian institutions are considered models of their kind by both Federal and State authorities.

IX

AIRCRAFT BOARD

In 1925, the question of adequate airplane defense awoke the public interest for a moment, due largely to the controversy then raging around the picturesque figure of General William Mitchell. To keep the question out of politics President Coolidge appointed an Aircraft Board to study the problem and report to him with recommendations. The manner in which these appointments were made throws an amusing light on the technique of Calvin Coolidge as an executive.

Picking up the Sunday paper in his Englewood home, Mr. Morrow was astonished to read that the President had designated him with General James G. Har-

bord, Howard Coffin and other estimable citizens for this important service. The appointment could hardly have come at a more inopportune time; there were a hundred business reasons why he should not leave New York. Should he take the night train to Washington and explain his predicament to the President or should he wait until the receipt of official notice? He decided to wait. A few days later a letter came from the President asking him to be at the White House at eleven o'clock on a certain morning. Morrow went, assuming that he would have an opportunity to present his case to the President and be released. Instead he was ushered into the cabinet room where he found the other members of the commission assembled and quickly learned that he was not the only one with a hundred reasons for declining. After an embarrassed moment the President entered, greeted the nine uncom-

fortable appointees and took his place at the head of the table.

"I have asked you gentlemen to come here on a matter of very great importance to the nation," he said in effect, and then proceeded to outline briefly the nature of the investigation he wished them to make. "I am sorry that I have no appropriation from which to pay your expenses. The information available in the various departments is at your disposal. And I wish to thank you personally for your willingness to serve the government in this important work."

Morrow had been occasionally consulted by Mr. Coolidge, when he was Governor of Massachusetts and since he had become President, but this was the first time his old classmate had drafted him, and it was drafting in a very real sense. Coolidge realized that Morrow had the judicial at-

titude necessary for such an investigation, and knew him well enough to have no doubt that he would answer any important call that was made on him.

His associates chose Morrow to be their Chairman and the day following the first meeting found him installed in a suite in a Washington Hotel. The Board made a comprehensive survey of the whole field of aviation, and although its nine members were of as many temperaments and of widely differing points of view, under Morrow's leadership they achieved the truly remarkable, for at the conclusion of the investigations their recommendations were made with unqualified unanimity. The soundness and practicality of these recommendations were so obvious that virtually all of them were immediately enacted into law, and in less than a year were in force as a policy of our govern-

ment. The Commission completed its report within two months after appointment.

During the hearings of the Air Board, Washington had had an opportunity to get a near view of Mr. Morrow. Behind a long table flanked by many notables, he had patiently presided for two months over the deliberations of the Board and had worked at night both in conferences and alone, often until two or three o'clock. But at the end the Board had harmoniously completed its work and the President was assured that he had made no mistake when he counted on its chairman's capacity to absorb details and his patience in fitting them into the master pattern. Sitting behind the long table Morrow listened without a sign of weariness to endless discussions, discussions that might have burdened any but a technical mind, but before a witness was

excused Morrow had drawn from him the last fragment of his knowledge. When a pertinent fact appeared he quickly recognized it and when the report was ready it held the real story of our air defenses written out of the contradictary testimony of a cloud of witnesses.

X

FRIENDSHIP WITH COOLIDGE

GLANCING back over careers marked by achievements it is easy to understand why Dwight Morrow and Calvin Coolidge should be close friends. Only a few men in the Amherst class of 1895 knew the quiet, self-contained Coolidge. Morrow was one of the few. In personal characteristics they were far apart. Morrow was sociable, humorous, a leader in his class and in all student affairs. Coolidge was what he is and ever will be. But the deeper natures of the two young men drew them together. They took long walks in the spring of their senior year and talked of life, and the law and of politics. Both were poor,

without special advantages except that they came from homes where a rugged integrity and a stern honesty were stressed and practised by their parents.

The two men are remarkably alike in their sense of values and in their aversion to bunk. In college they were not bosom friends, but each had an appreciative understanding of the character and ability of the other and each sensed, early, the possibilities in the other. This they made evident in their senior year when each voted for the other as the man in the class "most likely to succeed." After graduation they both studied law, Coolidge later going to Northampton and Morrow to New York. Thereafter they met from time to time at class reunions and maintained an interest in each other's progress. Morrow, dropping in now and then at the Coolidge home, took an increasingly lively interest in his classmate's political career,

convinced even before his election to the Governorship of Massachusetts, that he had the qualifications for the highest office in the United States. After Coolidge became Governor, Morrow was among the first to see that his record made him a national figure and a potential candidate for the Presidency. In the fall of 1919 Morrow was instrumental in organizing "The Amherst Coolidge-for-President Committee" which concerned itself largely with the distribution in book form of a collection of Coolidge's speeches entitled "Have Faith in Massachusetts." Several hundred thousand copies of this book were distributed throughout the country under a plan that brought it to the attention of the leaders of thought in the educational field as well as in the business and political worlds. Mr. Morrow recognized the importance of acquainting these men with the character and

career of the Governor of Massachusetts, and the distribution of the books was largely under his direction. When the Republican National Convention met in Chicago in 1920, every delegate and alternate had been presented with a copy of "Have Faith in Massachusetts" by some one whom the delegate knew and who, in making the presentation, stressed the fact that its author was a rapidly developing statesman of presidential caliber.

The Coolidge supporters did not succeed in nominating their candidate for President, but their work was not in vain as was demonstrated when the delegates deserted their leaders in an unprecedented fashion during the balloting for vice-presidential candidates. That elder statesman, Murray Crane, who had coöperated with the men of the Amherst Committee but had never been able to regard them as more than "intelligent amateurs," was

amazed at the nomination of Mr. Coolidge and said to Morrow shortly after the Convention, "Dwight, if I had understood the psychology of that Convention as well as you did and had realized the extent to which the delegates knew and admired Coolidge, we could have nominated him for President instead of Vice-President."

After Coolidge became President he occasionally consulted Morrow, but their relationship was largely a personal one. Each has a profound respect for the office of President, and it is doubtful whether Morrow ever expressed his opinion on any governmental question unless urged to do so by the President. On one occasion at a large luncheon in Washington while the Air Board was in session, its Chairman was asked publicly whether the President would be a candidate for the nomination in 1928, to which Morrow is reported to have replied— "If any man knows what

Calvin Coolidge is going to do before he does it, that man knows him much better than I do."

In their years of acquaintance there developed a profound mutual respect, coupled with an ever-increasing personal regard; but it was not until the public's interest suddenly focused on the aviation problem that the President felt justified in drafting his friend's services. The rapidity with which the Board and its Chairman brought this contentious question to a tranquil solution must have revealed to the President a practical political technique that he had not before seen manifested in his friend. It was, therefore, not surprising when our Mexican relations demanded a superlative diplomacy, that the President again turned to Dwight W. Morrow.

XI

AMBASSADOR TO MEXICO

WHEN the appointment of Mr. Morrow as Ambassador to Mexico was announced it was received with flattering approval not only by the Republican press but by Democratic and non-partizan journals as well. There were many acute misunderstandings between the two countries. There were thousands of unpaid claims due American citizens. The thirteen-year-old controversy between the oil companies and the Mexican Government had reached a crisis. No little feeling had been aroused by the failure to meet payments on the foreign debt; there was great dissatisfaction arising out of the Mexican zoning law which prohibited foreigners from

owning property within one hundred kilometers of the frontier and fifty kilometers of the coasts; there was much irritation caused by the confiscations of land without adequate compensation, and by the requirements of a Calvo clause, for corporations and individuals, under which all rights of diplomatic appeal were surrendered on new concessions and on all property acquired by foreigners. The religious conflict was becoming more and more acute. Constant demands were being made upon Washington by American Catholics and American oil men to intervene. Propaganda befouled the air. Secret documents, real or forged, purported to prove plots of one government against the other. Suspicion was ubiquitous and intrigue the common lot. The State Department had come to an impasse with the Mexican Government which seriously threatened our peaceful relations. Many

of Morrow's friends were astonished at his acceptance of the appointment. The post would obviously be a trying and a difficult one, and it was not of high rank. But Mr. Coolidge regarded it as extremely important, while Morrow was much more interested in an opportunity to assist in working out a difficult problem than he was in annexing an important title or in receiving public applause. During the summer he studied Mexican history and international law, applying himself to the task with such concentration that when he arrived in Mexico he had a well-matured program on which to begin work.

Within a week after reaching his post Ambassador Morrow made a vigorous speech at a Chamber of Commerce banquet in which he emphasized respect for Mexican sovereignty, urged American residents to esteem the Mexican Government, and to conduct themselves as guests

in a foreign land should. Within two weeks he attacked the oil problem and by November 17th a decision by the Supreme Court of Mexico had taken most of the teeth out of the 1925 petroleum law. Shortly after this, President Calles submitted an amendment to his Congress to bring the petroleum law in line with the Court's decision. The new Ambassador had been at work only two months, but the controversy of thirteen years' duration, the cause of seemingly endless friction and ill-will, was well on its way to a settlement. He brought to his task in Mexico gifts as a negotiator, experience in dealing with foreign governments, a sympathetic mind, a likeable personality and an ambition to perform a great public service. American Ambassadors had been accustomed to communicate by note with the Mexican Government. When Ambassador Morrow had anything to say

he "dropped around" for a chat with the President. He didn't telephone or send a uniformed attaché in advance. He walked over to the palace and inquired at the door if the President was in. It wasn't long until the President was coming around to the Embassy to visit with his friend Morrow —an unprecedented informality. Soon the Ambassador introduced the President to a breakfast of ham and eggs, and the friendship was sealed. Morrow's unfailing tact and friendly approach won the President's confidence and convinced him that here was an ambassador who asked no special privileges for Americans, who respected the country's sovereign rights and who was genuinely interested in trying to help solve its problems so that it might proceed with its national development in an orderly fashion.

Morrow's first task in Mexico was to dissipate the clouds of suspicion and mis-

understanding that lowered low over the two nations, and he had made a fine start in this direction before his appointment came up for confirmation by the Senate. Gradually he was able to see the situation in its entirety, to relate its parts to the whole, and so in time to indicate to President Calles his belief that Mexico could be independent and prosperous, could raise the standards of its people and at the same time protect the rights of the foreigners dwelling within its borders.

He had to face the problem of Mexican creditors, the land problem, and to give counsel and advice in the controversy between Church and State, which has for years been a source of almost continuous conflict. The Ecclesiastical question as such was not one for which the Ambassador could have any official responsibility. But it was evident that without its successful elimination there could be little

lasting peace or prosperity in Mexico. He studied the controversy until he understood every phase of it, until he found a basis for agreement. Welcomed as a negotiator, it is enough to say of his services that when he went to Mexico the churches were closed. Now they are open. He has been Ambassador for a little more than two years, but in that time he changed an atmosphere of suspicion to one of friendly confidence. Problems that were considered insoluble have yielded to his touch and been settled to the satisfaction of both nations, while other vexing questions have been started on their way toward a permanent answer. At the same time he has won for himself a personal popularity among the Mexican people that is without precedent, and in doing it has added much to the good name of his own country throughout the world, for the results have challenged the admiration of not

only Mexico and the United States but of Europe as well. President Rubio said of him recently in a public statement:

"My people are most content with his work, for he has not served the interest of any privileged caste. He has been able to solve with great intelligence all the situations which have come before him. I consider Ambassador Morrow one of the greatest diplomats in the world."

On the general subject of the relations between states, Mr. Morrow's attitude on the folly of using force to collect debts is thus expressed in an article which he wrote in 1926 for "Foreign Affairs":

"Investors who buy foreign loans are in a position to appreciate what a fruitless remedy for breach of contract war is. The establishment of the principle that nations are justified in going to war where the sole issue is the collection of a debt would be not only most hurtful to the nation at

large, but, in the long run, would prove injurious to the property interests of the bankers who sell and the investors who buy foreign government loans. Is there any one who thinks that if a man owes him money and cannot pay it, there is profit in going out and killing the debtor? Entirely apart from the immorality of putting human lives to the hazard of modern war where the sole issue is a pecuniary claim, there is a conclusive practical reason against such a course in that war in the great majority of cases does not, and cannot, accomplish the desired result."

There has been a good deal of discussion of Mr. Morrow's reason for giving up an assured and desirable position for a task in which the odds ran so strongly against him. But there really isn't any mystery about his decision. He had come to a time when he wished to, when he felt he should devote himself to public service. Many of

the good things of life had come to him and he wanted to give something in return. He might have had an easier berth, but he deliberately accepted what was probably the most difficult task the President had to assign. The uninformed were mystified, but not the men who knew Morrow. His acceptance was perfectly in character. Nor are his friends surprised at his success, for they knew that he had the ability, the training, the temperament and above all the character to move the diplomatic mountains of Mexico.

That he has always had the instinct for diplomacy, the true story of his boyhood with which this sketch opens, is offered in evidence.

XII

COLONEL LINDBERGH

SHORTLY after the completion of the Morrow Air Board's report, Colonel Lindbergh thrilled the world by his flight to Paris. When he returned to America and paid his official visit to Washington, it was characteristic of the President to have Mr. Morrow as his guest at the White House that he might greet and join in the welcome to the young flyer. Even then it was evident that Lindbergh was to have a great influence on the development of aviation in this country and the President was determined to do everything possible to insure the direction of that influence along constructive and permanent lines. Lindbergh was admittedly an expert and experienced

flyer with a thorough knowledge of the technicalities of the art, but the President knew that he had not had an opportunity to make a comprehensive study such as that made by the Board. He, of course, realized that the findings of the Board could be made vastly more valuable through the medium of this young man's knowledge and influence. Accordingly the President arranged that Lindbergh and Morrow should on that memorable day spend as much time together as possible. The two hit it off at once; the young man attracted by wisdom and friendly counsel, the older man won by simplicity, intelligence and earnestness. Morrow was a trustee of the Guggenheim Foundation for the Promotion of Aëronautics and it was on his advice that Lindbergh soon after his return associated himself with that organization. Although frequently at the Morrow house during June and

July, 1927, it was not until later that he met the other members of the family, though on one occasion Mrs. Morrow, returning with her daughters, Anne and Elizabeth, from a visit in Cleveland, discovered the tall young man at the telephone, recognized him and introduced herself, Mr. Morrow having left the house for his office. The daughters, however, intent on unpacking went at once to their rooms and so did not meet the famous flyer until six months later when he was a guest over the Christmas holidays at the Embassy in Mexico City. Before he left New Jersey for his diplomatic post Mr. Morrow urged Lindbergh to visit him, not only because he was fond of the young man, but because he realized the helpful part he might play in winning Mexico's friendship and confidence.

This was the Christmas of 1927 and, of course, the occasion of the first meeting of

Colonel Lindbergh and the Ambassador's daughter Anne; but it was not until the autumn of the following year that the friendship developed into the engagement which was announced from the Embassy in February, 1929. The Colonel and Anne had made their decision in Englewood many months before the announcement, and it was there at the Morrow home, in the presence only of the families, that the wedding took place. Immediately after the ceremony the young people left on their wedding journey in the motor-boat the Colonel had bought for that happy purpose. They both wished, characteristically, to escape as much publicity as possible and their success in eluding photographers and reporters was sympathetically approved, even by the press itself.

XIII

PUBLIC SERVICE

From a busy life Morrow had always claimed time to give to many people and to serve many causes. Colleges, charities, social service institutions, the State and national governments—he has shared his time with all of them, while carrying his full load of the burdens of a law practice, and of what is perhaps the busiest office in the land. Many years ago he became a Trustee of Amherst, and has ever since taken the lead in getting and in giving funds for the support of the college, as he has in solving problems of management and policy. He was President of the New York Alumni Association for a number of years. He was Chairman of the

Committee that in 1921 raised a $3,000,000 fund for the College, and has been Chairman of the Finance Committee and of the Executive Committee of the Board of Trustees for some time. To those who know Mr. Morrow in his relation to Amherst it is unnecessary to say anything of his popularity among Amherst men, graduates and undergraduates. If he had been a college professor, as he has often wished, he would have been one to whom the boys take their troubles, from their love-affairs to their secret ambitions. When he was with Morgans, his friends sometimes wondered when he did his work for the Morgan firm, so complete was his devotion to Amherst. According to gossip, Mr. Morgan, when one day Morrow had missed an important meeting, said: "Dwight, if you will get off that Amherst Board of Trustees I'll make you a present of a hundred thousand dollars." Morrow

did not get off; he is still one of its valued members.

Another institution for which he has labored diligently as a trustee, is the Union Theological Seminary, New York. He is a member of the Board of Regents of the Smithsonian Institution at Washington, and has been for many years a director of the Russell Sage Foundation. It will no doubt be recalled by those who contributed that he was Chairman of the Committee which raised the relief fund for Japan after the great earthquake and fire.

Though never posing as an orator—or as anything else, for that matter—Morrow is an exceedingly good public speaker. He seizes at once on the fundamentals and essentials, and expresses himself with clarity and precision. Many years ago there was a notable dinner in New York, given by the Beta Theta Pi college fraternity to four of its distinguished members, all at

that time members of the United States Supreme Court—Justices Harlan, van Devanter, Lamar and Lurton. Something happened at the last moment to the toastmaster, and Morrow, then in his middle thirties, was commandeered. He had no preparation, but he handled the unexpected task with a grace and eloquence that won the admiration of the entire company. He does not speak frequently, but when he does, he has something to say, and he always wins an attentive hearing.

A former associate when recently asked for comment on Dwight Morrow and his character, said:

"Guidance for analytic study of Dwight Morrow is to be found in certain basic facts about the man. The first of these is the possession of a brilliant mind, capable of intense concentration. The title of genius is occasionally given to men, and Dwight Morrow comes nearer to its

required specifications on mental power than any American I know. This amazing mind he has cultivated by specialized education. First it was the law, and last it was economics and finance. History to him was not pageantry but what was happening to the unnamed millions who live through it. His final deductions from history are politics in the highest form. He was and is a great mathematician and my observation is that the mathematician is not blind. His philosophy made him tolerant, an aspect of his character strongly reflected in his diplomacy. His training and experience in the law were deep and broad and the same terms will describe his fourteen years in banking.

"Dwight Morrow is humane, he has courage and he possesses a sense of humor. In manner he is the simplest of men, a little shy on first contact, but always engaging and companionable. He is always

the student. Just now he is making a concentrated study of Mexico, and were he to come home to-morrow after only seven months' absence, he could write offhand a creditable history of the republic. When he took the post at Mexico, the United States got the ablest public servant recruited in many years."

XIV

SENATOR

THE public has been quick to sense, in some subtile way, that the things that are worth while have found a place in the heart and head of Dwight Morrow. He had had little national recognition when he was appointed Ambassador to Mexico and yet the press throughout the country recognized his fitness and prophesied his success. When President Coolidge appointed him a member of the Pan-American Conference in Cuba in 1927, the appointment was widely commented on as wise, and when President Hoover included him on the Delegation to the London Naval Conference there were but few papers in the country that did not edi-

torialize on his potential value to such a commission. The announcement of his prospective appointment as United States Senator from New Jersey was greeted with enthusiasm by the country's press, everywhere, irrespective of party affiliation.

The Democratic New York World on December 2nd, 1929, presented a good summary of this approval when it said editorially:

Morrow for Senator

"The announcement by Governor Larson of New Jersey that he intends within a few months to appoint Ambassador Morrow to complete the unexpired term of Senator Edge will be received, we believe, with nation-wide approval. The manner in which the appointment is being made is in itself extraordinary and appealing. In order to insure the immediate full

representation of New Jersey in the Senate and at the same time to permit Mr. Morrow to complete his duties in Mexico and his work as a delegate to the London Naval Conference, Mr. Baird, himself a supporter of Mr. Morrow, has consented to accept the appointment temporarily.

"The entrance of Mr. Morrow into the Senate will bring to that body one of the best equipped men in public life to-day, a man almost unique in the degree with which he has the confidence of progressives and conservatives alike. His record as a lawyer and banker is, of course, sufficient witness to his reputation among the business leaders of the country; his record as a diplomat in Mexico is perhaps the most distinguished exhibition of American Liberal statesmanship in the post-war period. Perhaps no man in the Senate to-day has his gifts of sympathy and historical insight in transcending the

divisions of class, section, race, creed and party. He will take his place at once among the Senators who have a national rather than a merely local constituency, and he will bring to the deliberations of that body an experience of affairs which it would be difficult to duplicate.

"That in going to the Senate he must leave Mexico is, of course, a matter for regret. He is beyond all question the best friend the Mexican people have had in modern times. Though the outlook in Mexico is immeasurably improved, the Mexican people have still great difficulties to surmount, and they will miss Mr. Morrow. He has, however, seen them through their greatest difficulties—the danger of foreign intervention and the danger of civil war. By his settlement of the oil controversy, by his mediation of the conflict between church and state, by his demonstration of how the interests of a great

power like the United States can be protected generously and with respect for the interests and sensibilities of a weaker power, he leaves Mexico in a radically better condition than he found it. It is reasonable to suppose that he will be consulted about the choice of his successor, and that the policies he inaugurated, and, above all, the manner with which the embassy conducted itself, will be continued.

"Great credit is due to Governor Larson and to Mr. Baird for making a choice which will add greatly to the prestige of New Jersey and to the prestige of the Senate. It has been the fashion in recent years to think poorly of the Senate, but after all is said and done the Senate is the most important deliberative body in the world. The Senate will remain, and merely complaining about it will not help. What the Senate needs is not more Democrats or more Republicans, more insurgents or

more regulars, more rules or new rules. It needs men of stature and of character. There is no substitute for experience, wisdom and courage. The only reform that will have the slightest value is to increase the number of first-rate Senators, and to this reform New Jersey is about to make a most effective contribution."

XV

THE FAMILY

Mr. Morrow's wife, Elizabeth Cutter Morrow, is an unusual woman at least in one respect; she has advanced step by step, and in step, with her brilliant husband. She also has a good mind, well trained, and the same attitude toward public service and personal responsibility. She is an excellent speaker and has served in various causes in the spirit that has always actuated her husband. She has been a trustee of Smith College for many years, and she and her husband both worship according to the Presbyterian faith. Mrs. Morrow was born in Cleveland, and was graduated from Smith in the Class of 1896. The two met while at college and were married in June,

1903. He had still to win his way, and that winning they have shared together. They have three daughters and one son: Elizabeth, Anne, Dwight Jr. and Constance. Elizabeth, who graduated at Smith, took a post-graduate course in Paris and has taught school both in Englewood and in Mexico. Anne is now Mrs. Lindbergh; Dwight Jr. is an undergraduate at Amherst; and Constance is at a preparatory school in Massachusetts. Both Mrs. Morrow and Mrs. Lindbergh have written some excellent verse which has been published from time to time in various magazines.

XVI

EQUIPMENT AND EXPERIENCE

THEY tell a story of a recent case in which Mr. Morrow was called on to act as arbitrator. The heirs of a very large New York estate had been "having the law on each other" for years. Their attorneys agreed on Morrow as a friendly umpire whose decision they pledged themselves to accept. The lawyers came to him with vast briefs, at the sight of which he said, "I can't read these briefs. If you want that kind of arbitration, I shall have to step out. Now you have all agreed that such and such is the fact." "Oh, but we've not," was the general chorus. "But it's in your briefs," said Mr. Morrow. "No, you are mistaken.

It isn't," they replied. Mr. Morrow opened the briefs and showed them that the essential point on which an agreement might be reached was there. He had not studied the lengthy documents, but a glance or two had given him the key to a mutual accommodation among the disputants.

It is necessary to go back to his admiration for old Professor Morse, the historian, if you would understand Dwight Morrow. He has preserved throughout all his activities in the world of affairs what few busy men are able to preserve: a perspective on life. The importance of immediate things is never over-exaggerated. He has, according to Solicitor-General Thacher, his former law-partner, the historic sense.

His friendships are various. He touches the academic world not merely as a rich man who is trustee of a college, but as one with whom that world recognizes kinship, who has, despite his activities as law-

yer, business man and diplomat, a sense of values like its own.

Mr. Morrow has one quality, one characteristic that has not often been spoken of, though it will be instantly recognized by his friends. To a visitor of any sensitiveness, he gives almost at once an accurate picture of his character and ability, so that judgment is not likely to be modified by the passing of time. This is why his intimates are not startled by his decisions or surprised by his successes. Speaking of this peculiarity Justice Harlan F. Stone, said: "My impression and judgment of Dwight Morrow have not varied a hair's breadth from almost the time I first met him, nearly forty years ago. His classmates at Amherst formed a very accurate estimate of what his future would be, and I think this is the common experience."

Dean Woodbridge of Columbia University, one of Morrow's friends who served with him on a committee that several years ago selected a new President for Amherst, referred one evening to a lecture on philosophy that he was going to deliver the next day. Morrow expressed interest, so Woodbridge read aloud the translation of a Latin poem he was going to quote in the lecture, saying he thought the translation the best that had been made. "Yes," said Mr. Morrow, "it is a very good translation, but I think I like this one better. The poem was a favorite of mine in college." And he at once recited his preferred translation from memory. "It is better," agreed the Dean. "And, I think you are better prepared to deliver this lecture than I am." Morrow has spoken frequently at college commencements and other academic gather-

ings, notably a meeting of the Alumni of the University of Pennsylvania several years ago, when he said:

"Most of the charitable help that is given in this world is help given by the strong to the weak. And they really cannot help giving it. They must do it—for their own comfort and happiness—to realize their best selves. On any other principle society would stop. But the men who founded our colleges didn't make that kind of a gift. If you will go back to the beginnings of our colleges you will find men and women with sparse means, with meagre lives, doing without something in order that strong men that come after them may be made stronger. The college endowments that we are enjoying to-day from our fathers are gifts from poor men that lived in poor communities to rich men who live in rich communities. That is true of practically all the colleges and univer-

sities in this land. The men going into the colleges and universities to-day are selected men, men admitted only after examination, because they are believed peculiarly able to take the special advantages that the college offers. The founders did without things that they sorely needed in order that strong men who came after them might be stronger, in order that fit men might be fitter. There is not a man in any university in the land to-day who is not the recipient of some sacrifice made by some simple, humble person at the beginning of the university's life. And when you gather together a group of the graduates of a university and ask them to listen to the university's story and to do something that the university may go on, they always respond. They have got to do it.

"And your story is such a beautiful one to tell. In most universities you must go

back through musty records to find out about the beginning. But the beginning of your university is written in the history of this city and in the history of this country. No other university in the land is so fortunate in its founder. I read this afternoon those few pages in the autobiography of Benjamin Franklin which tell the simple tale of your beginning. It is a wonderful story. The wisest man that the eighteenth century produced walked around the streets of this city collecting about five thousand pounds for you. He arranged that the payments upon subscription were to be spread over five years, because people could give a little more if the payment of the amount subscribed could be deferred. Men were asked to give not only what they had but also what they expected to have.

"The duty clearly rests upon those men

who have enjoyed such great advantages to do something themselves for the generations that are coming after them.

"What happens to families and communities and races that merely live in houses that have been built for them? It is the oldest tragedy in history—repeated over and over again. A man of courage and vision engages in great enterprises. He sacrifices of his sleep and his pleasure to make his dreams come true. All men and all elements seem to serve him. But the baggage that he leaves his child soon slips if that child has been deprived of the benefit of making his own sacrifices. A strong young race, trained in the desert, led by a pillar of fire, breaks into a rich and fertile country; walled cities fall down before them; ten of them can chase a thousand. This same race lives but a little while in fertile valleys, dwelling in cities that they

builded not, eating of vineyards that they planted not, and the sound of a driven leaf shall chase them.

"It is not for a stranger to say what this university has meant and will mean to her sons and to this city and to this State. There are some things, however, which it must include. We should hardly deserve to be enrolled in any society of scholars if we did not want as its foremost functions the enlargement of 'the reservoir of ascertained truth.' We covet for your university what Huxley coveted for Johns Hopkins at its opening fifty years ago, that it might 'give power of flight to the genius of a Davy or a Faraday, a Carlyle or a Locke, whose influence on the future of his fellowmen shall be absolutely incalculable.' Fortunate indeed will you be if once in a generation or two you can fulfil that high function."

It is not difficult to understand why

many universities have conferred honorary degrees on the New Jersey Senator or why colleges have offered him their presidencies. When the degree of Doctor of Laws was conferred on him by Princeton in June, 1925, President Hibben said:

"Dwight Whitney Morrow, aided by himself alone, made his way through college, entered on the practice of law and later the business of finance. Strict in his responsibilities as a guiding mind in the great banking house, he also finds time for labor outside as trusted adviser, investigator or organizer in enterprises of great moment. Among his many achievements are his searching study and improvement of penal and charitable institutions in New Jersey, his fine conduct on the War Savings Campaign, also in this State, and his extraordinary power shown as adviser to the Allied Maritime Transport Council, vital to our successful entry into the

War. For his part in this, the United States awarded him the Distinguished Service Medal. And what more? Much in every way. It is the story of a quick, deep and resolute mind well trained to sound judgment and straight action. He has gone over the top every time."

He has indeed "gone over the top," and in going he has retained the common touch and kept his human sympathies warm. The truth of this is shown by his belief that the heaviest burdens in life should, as far as possible, be borne by those who have been most generously blessed; a philosophy that has not always won him the benediction of Wall Street.

Being intensely "human" as his friends declare, Mr. Morrow must of necessity have his faults. That these faults are not set down in this inadequate chronicle is due to the fact that the chronicler is unacquainted with them. And that he did

not search them out, after the fashion of the iconoclast, is due to the fact that he assigned himself the easier and the pleasanter task of telling only that which he knew, of following a very human poet's injunction: "Let something good be said."

Date Due			
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